

DOCUMENT RESUME

ED 215 113

CE 031 795

AUTHOR Blai, Boris, Jr.
TITLE Career Education and Predicting Job Satisfaction.
PUB DATE 82
NOTE 7p.

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Attitude Measures; *Career Education; Individual Needs; *Job Satisfaction; Measurement Techniques; *Measures (Individuals); Multiple Choice Tests; Need Gratification; Occupational Aspiration; *Prediction; *Predictive Measurement; Predictive Validity; Predictor Variables; *Psychological Needs; Questionnaires; Self Evaluation (Individuals); Test Construction; Test Validity

ABSTRACT

A test was developed to predict job satisfaction on the basis of psychological needs satisfaction. A short questionnaire consisting of six multiple choice questions was designed to measure (1) expressed degree of need satisfaction among 14 pre-selected psychological needs (job security, outdoor work, good pay, competition, esteem, leadership, dependence, social service, self-actualization, power, congeniality, advancement, independence, and interesting duties) and (2) self-evaluated degrees of satisfaction as reflected in a seven-factor Likert-type scale. The questionnaire was administered to 472 workers employed by the federal government. Sampled were employees in 29 different kinds of jobs within five major occupational groups (professional, management, clerical, service, and trades/manual occupations). Structural analyses were performed to measure the extent to which different values in the job satisfaction variable were accompanied by--or perhaps dependent upon--changes in the need satisfaction strength variable. The level of correlation found suggests that the technique has marked construct validity as well as a useful level of predictive value in estimating worker job satisfaction from obtained measures of experienced needs satisfaction. (The actual instrument is not included in the report). (MN)

* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *

ED215113

CAREER EDUCATION AND PREDICTING
JOB SATISFACTION

If what individuals hope for in employment differs greatly from what successful individuals in that occupation consider the principal psychological needs satisfied by their jobs, chances for job satisfaction are dim. One way to predict job satisfaction, described in this article, is to seek to 'match' psychological needs 'profiles' of neophytes and 'veterans' in occupations. This technique could be useful to vocational counselors and job placement specialists.

Far too often, unrealistic and romanticized conceptions of job duties and responsibilities causes worker dissatisfactions. If an individual's needs for employment gratification differ greatly from what successful people in that occupation consider the important needs satisfied by their jobs, chances for job satisfaction are dim. Investigations have indicated that dissatisfied workers often become non-productive, and they express their discontent through job absences; poor job safety records; grievances, and other forms of non-productive behavior.

One way to predict job satisfaction is discussed in this article. It could be useful to vocational counselors and job placement specialists, as well as to educators who recognize the practical importance of satisfactory articulation from academe to the world-of-work beyond formal schooling. An instrument was designed to estimate job satisfaction. It does so beyond estimates which mere chance probability would predict. It was initially developed as part of a broad-based study of both job satisfaction and psychological needs satisfactions. (Blai, 1964)

NEEDS IMPORTANT

The basic hypothesis upon which this technique was developed was the 'guess' that in the work environment degrees of consciously-assessed job satisfaction vary with the strength of psychological needs satisfaction - the stronger the felt needs satisfaction, the stronger the felt job satisfaction.

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

✓ This document has been reproduced as received from the person or organization originating it.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY

2

Boris Blai, Jr.

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

CE031795

A simple, direct method for measuring degrees of job satisfaction was designed. It consisted primarily of a short questionnaire which contained 6 multiple-choice questions. Each question listed 14 needs. For this particular inquiry, needs were broadly defined as hypothetical forces within the person which promote that individual's activity. In responding to the questionnaire, the individual expressed his consciously-considered needs and then ranked them in terms of their assessed importance. This particular scheme of measurement also permitted wide use of the instrument without the need for highly specialized training of the individual administering the questionnaire-instrument.

The 14 needs included were: Job Security; Outdoor Work; Good Pay; Competition; Esteem; Leadership; Dependence; Social Service; Self-actualization; Power; Congeniality; Advancement; Independence, and Interesting Duties. The questionnaire was administered to a sample of 472 workers employed by the federal government. Some 29 different kinds of jobs within 5 major occupational groups were sampled. Among Professional personnel there were 89 respondents among 8 different kinds of positions. There were 101 among Management*Official positions; 155 distributed between 5 different Clerical jobs; 45 from 2 Service group jobs; and 82 workers among 12 different jobs in the Trades-Manual category.

Two variables were measured by this instrument:

- 1- expressed degrees of need satisfaction among the 14 pre-selected psychological needs, and
- 2- self-evaluated degrees of satisfaction as reflected in a 7-factor, Likert-type scale.

In 5 of the 6 questions, the respondents selected from among the 14 needs those 3 which they considered to be the most desirable or satisfying.

In addition, they were required to rank their selections in order of importance; first choice being the most important and third choice least important among the 3 selected.

With only very minor language change, the same need statements were listed in each of the 5 need questions. However - to minimize the likelihood of 'top-of-list' position unduly influencing the selections, the order in which the 14 needs were listed was randomized among the 5 need questions.

By following this procedure, each respondent had a total of 15 opportunities (3 selections in each of 5 questions) to select and rank each of the 14 pre-selected needs as being among the 3 most satisfying and important psychological needs for that individual. The method resulted in generating data reflecting varying degrees of need-strength, as selected by these 472 individuals employed in a very broad spectrum of different jobs.

The sixth and final question had to do with each individual's self-evaluated level of job satisfaction in their current job. Among 7 forced-choice descriptors, the respondent was asked to indicate which one most nearly described his/her usual level of job satisfaction. The descriptors ranged from "Hate it" to "Like it extremely well."

NUMBERS ASSIGNED

Whole numbers ranging from 1 for "Hate it" to 7 for "Like it extremely well" were assigned to their job satisfaction selections. In addition, a composite score for the need data was derived, weighting the factors of:

- 1- being selected, and
- 2- the rank-ordering of the selection.

Each time a need was selected, a score of 1 was assigned. To this was added a score which reflected the rank-ordering of the selection. Since a first-

rank selection was, in terms of the instructions, to represent the highest degree of importance, and third ranking the least amount of importance among the 3 selected, a score value of 3 was assigned to first rank; a score of 2 for second rank selections; and a score of 1 for their third rank designations.

Although it was recognized that step-intervals between needs rankings was not necessarily equal, or for that matter were the intervals between job satisfaction descriptors - no other valid assumption could be offered. Therefore, equal-value intervals were presumed: all data collected were converted to these numerical values.

A Pearson "r" was next computed. This statistic measured the extent to which different values in the "Job Satisfaction" variable were accompanied by - or perhaps dependent upon - changes in the second variable, "Need satisfaction strength". The Pearson "r" was +.58. This level of correlation suggests that the technique has marked construct validity, as well as a useful level of prediction-value in estimating worker job satisfaction from obtained measures of expressed needs satisfaction.

Beyond this matter of relationship between needs and job satisfaction, the data also suggest that further research in this area might prove to be of practical value. For example, among the responses from individuals in these 5 major occupational groups, differences are apparent, both in the specific needs selected and the relative levels of needs strengths. The latter may be expressed conveniently as percentages of the total number of times these needs could be selected.

As the following tabulation clearly reveals, the need "Self-actualization" was selected by the 89 Professional respondents some 70% of the time. Among Management-Official respondents, only 58% considered it among their 3

strongest needs preferences, and 38% of the Clerical group so indicated. Neither the Service nor Trades-Manual respondents selected Self-actualization among their prepotent hierarchy of preferred needs. If chance probability alone governed these needs selections, there should be equal distribution of selection among these 14 pre-selected needs. From the wide variations noted in the tabulation, it is quite apparent that something other than chance was operating in these selections.

Strongest Three Needs Selected:- By Occupations					
Need	(1)	(2)	(3)	(4)	(5)
Self-actualization	70%	58%	36%		
Interesting duties	70%	54%	60%	34%	
Advancement	39%	33%			
Job Security			53%	70%	71%
Independence				41%	
Esteem					36%
Congeniality					34%

(1) - Professional
 (2) - Management-Official
 (3) - Clerical
 (4) - Service
 (5) - Trades-Manual

USING FINDINGS

How might these very evident differences, both in the specific needs selected and in the relative "strengths" of these needs be utilized in vocational decision-making? For example - assume an individual completing the questionnaire were to reflect by his/her responses (i.e. selections) that he/she considers the 3 strongest needs/ for professional-type work, (i.e. the needs of Self-actualization; Interesting Duties; and Advancement) to be of minor importance to his/her own level of job satisfaction. Assume further that this individual, in discussing his/her vocational plans and aspirations, has expressed a desire to seek a professional position. His/her responses in the questionnaire reveal apparent substantial divergences from the "important" job satisfiers to be found in professional work. This might well suggest that

the psychological needs which he/she valued strongly are not at all compatible with those that job-satisfied professionals consider important elements of job satisfaction. From the very practical standpoint of future adjustment to and anticipated job satisfaction with professional-type jobs, data-based knowledge of this kind could be of significant value in helping the individual make realistic, non-glamorized vocational decisions.

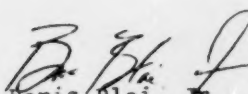
Interest inventories, as they apply to vocational planning, provide measures relating only to the respondent's pattern of interests and the interest patterns unique to those engaged in the particular occupations. On the other hand, assessing varying strengths of psychological needs satisfactions as described in this article not only can provide the same type of comparisons, but might also make possible fuller understanding by the individual seeking to make realistic vocational choices and decisions. To advise someone that he/she has a high clerical interest level is indeed useful information for that person. However - to be able to explore with him/her their psychological needs pattern, or profile, particularly as it relates - or does not relate - to the psychological needs-satisfaction profiles of job-satisfied individuals working in various fields, clearly adds an additional dimension of germane knowledge which might greatly enhance that individual's understanding.

In short then - relating the self-selected psychological needs of an individual to the normatively-established needs-satisfaction profiles of various occupations offers a technique potentially useful in predicting worker job satisfaction and consequent productivity.

Reference

Blai, Boris, Jr. "An occupational study of job satisfaction and need satisfaction" *Jrnl of Experimental Education*: 32(4); 383-388.

.....


Boris Blai, Jr. Ed.D.
Psychologist-in-retirement